McKinsey & Company

Giving back in 2020

Helping create positive, enduring change in the Middle East

About McKinsey & Company in the Middle East

McKinsey & Company is a global management consulting firm committed to creating positive, enduring change in the world. Our Middle East presence spans seven geographies and is home to more than 1,000 colleagues. Developing talent is at the core of our social impact agenda.

Overview

The Middle East region is in the midst of an unprecedented social and economic transformation. The energy transition is driving much of the regional efforts to diversify their economies. A new generation of young leaders, entrepreneurs, engineers, academics, and artists is emerging. Millions of women are joining a diverse and energetic workforce. These developments will have a profound impact on the region for decades to come.

We are privileged to have the opportunity to help support the transformation under way. With this opportunity comes the responsibility to make a difference in the communities and societies we serve. Our focus is on empowering youth—building their capabilities and skills to help unlock their potential.

As a firm with deep roots in this region, this mission is personal. Many of us who are from here – and even those who are not – recognize the scale of what is happening. We are here to make our experience count for the region. We're mathematicians, economists, scientists, engineers, and technologists who have dedicated our careers to building working economies and organizations.

For more than 20 years, we have had the privilege of working with inspiring public-, private-, and social-sector leaders in the region. Many of them have been tasked with delivering change at an unprecedented pace. They see the same opportunities we do and are committed to building a better future for the next generation. We are honored to direct our collective efforts to support programs with the potential to improve lives and livelihoods.

The COVID-19 pandemic only raised the stakes. The need for organizations, institutions, and governments to work together on urgent societal challenges has never been greater. We focused on partnerships and initiatives that address those most affected by the pandemic.

To date, our society work has equipped and empowered over a quarter of a million people, with many more to come.

We understand what is at stake for the region, and we are committed to helping create opportunities for youth so they can pursue their dreams here.

Giving back in 2020

Foreword

The 700 million people across the Middle East, North Africa, and Pakistan are experiencing a massive transformation that is occurring at a rapid pace. The region has made impressive progress over the past several decades. Yet there is still much to do. Creating job opportunities will make the biggest difference for people's livelihoods in this region.

Youth in this region have big dreams and are as talented as youth everywhere in the world - they just have less opportunities. Consider that one out of ten people under the age of 30, globally lives in this region. Twenty years from now, that ratio will be one in six. With 16% of the world's youth in this region, their success matters not only for the region's prosperity, but for the world's as well.

This is why our Firm's purpose in the region is to create opportunities for youth. And it's also a central part of our Firm's global purpose – to help create positive, enduring change in the world. We do this in several ways.

Developing talent is at the core of our social impact agenda. Through our training and mentorship programs like Qimam, Qiyada, and MALP, we help build leadership capability and prepare young leaders for the workforce. Our Fuel Ignition club supports young entrepreneurs on their journey to build their own companies. Their success means more jobs, a more vibrant private sector, and more local champions that inspire future generations of entrepreneurs. We also partner with NGOs to build employee capabilities at large-scale throughout the region.

Our support for talented youth also extends to those who have become refugees due to events that have played out in our region over the last few decades. Through our support to the IRC and other refugee organizations, we have helped accelerate delivery of programs (e.g., emergency response, basic needs, sustainability) to hundreds of thousands of refugees across the hardest hit populations of the Middle East and globally.

Whether it's through our own programs or through partnerships, we feel passionate about playing a small part in supporting the development of youth across the region. We know we are just scratching the surface and there is much more to do.

We are committed to doing all we can to help youth in this region get opportunities they deserve to pursue their dreams.

Gassan Al-Kibsi
Managing Partner for the Middle East
McKinsey & Company

"We are committed to doing all we can to help youth in this region get opportunities they deserve to pursue their dreams."

01

Empower

Developing future leaders

What lies ahead for the region will be directly shaped by the next generation of leaders. We are working to help connect talented individuals with opportunities to learn from the region's top executives and build their own networks of mentors and career advisers through six initiatives.

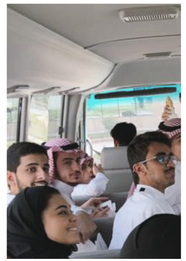
Qimam Fellowship Program: Empowering the next generation of Saudi students

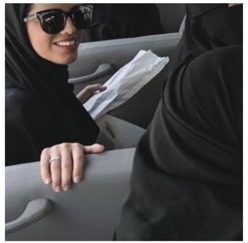
Supported by a coalition of 37 leading national and international companies, Qimam is a fellowship program that aims to identify, develop, and empower the most promising university students in Saudi Arabia.

Each year, 50 students selected from a pool of more than 15,000 applicants are invited to participate in a 12-day intensive training program.

The Qimam Fellowship includes one-on-one mentorship with senior executives, company visits at leading organizations, and career and networking opportunities.

Qimam was founded in 2018 by McKinsey and Dr. Annas Abedin, a McKinsey alumnus and entrepreneur.





"Qimam has been a one-of-a-kind experience that I will truly cherish and carry with me. It gave me renewed hope and excitement about the future, and I look forward to continuing my journey with Qimam in the years ahead."

Sarah Kanee

Student at King Abdullah University of Science and Technology
Qimam fellow, Class of 2020

Maqdira: McKinsey internship program in Saudi Arabia

Maqdira was established to create a pipeline of talent that is ready to step into the workforce.

We partner with local universities to create a cooperative (co-op) internship experience that builds the soft and hard skills of Saudi undergraduates across the Kingdom.

Over the course of seven months, 18 university fellows developed their problem-solving skills and gained firsthand exposure to McKinsey internal operations and client engagements, and enhanced their business-management skills.

> “This internship helped me apply the theoretical concepts I learned in university across real-time client situations. I also created a network of mentors and industry and functional experts across the vast global network of McKinsey, which I will hold onto for the rest of my life.”

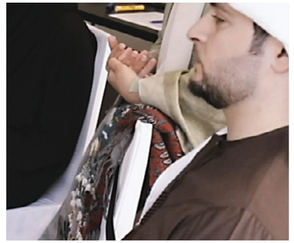
Malak Alajmi
Graduate of Al Yamamah University
Maqdira fellow, Batch 1

Qiyada Emerging Leaders in Abu Dhabi

In its inaugural year, this ten-month program took young Emiratis on a journey of self-discovery to help them become better leaders.

It was designed to attract purpose-driven Emiratis with three to 12 years of experience who are committed to shaping the ambitious transformation underway in the UAE’s capital.

The program offers a unique opportunity to learn from like-minded peers through workshops, immersion sessions, one-on-one coaching, and digital-learning courses. These activities are anchored in leadership assessments and individual learning plans that transition learning from the classroom to day-to-day life.



> “The journey I went through was something that fundamentally changed the way think about feedback and the art of listening. I’ve learned to appreciate and really believe that understanding every team member’s perspective and sharing honest feedback can help us collectively reach greater impact.”

Reem Al Zaabi
Senior Assistant Manager, Mubadala
2020 Qiyada participant

McKinsey Accelerated Leadership Program (MALP) in Qatar

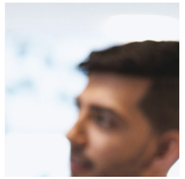
This year-long program offers training for Qatari women and men aged 24 to 36 who are playing a role in shaping the future of Qatari society, economy, and culture.

MALP was designed for cohorts of ten to 15 participants who are selected after a thorough referral and interview process.

The program starts with a one-week self-discovery program and continues with individual coaching and intracohort support.

A unique feature of the program is that it engages previous fellows as mentors to pass on skills to help the next wave of leaders.

Ongoing contact with alumni reveals persistent appreciation for the program's contribution to their life and work years after their participation, as well as a readiness to recommend it to new fellows.



“If you hear something great about me in the future, I want you to know it is because of this program.”

A recent MALP graduate

GCC Board Directors Institute (BDI): Helping the next generation of directors

The GCC BDI, the leading governance institute in the region, promotes the highest professional standards of corporate governance and professional directorship. McKinsey is one of four founding content partners supporting the various activities of BDI. Our work with the institute is focused on helping improve corporate governance of boards in the GCC to ensure stronger financial performance, increase accountability and enable overall long-term sustainability and success of their organizations.

With GCC BDI, we cocreated programs related to strategy, performance management, risk management, and talent management.

We developed a methodology for board evaluations and assisted in selected engagements to support board evaluations.

We provide access to key experts for the webinars held by the BDI, and deliver training programs on strategy, endowment, and coaching that we have redesigned for remote delivery.

We also assist the BDI team in research and projects related to board governance in the GCC.

“There are hidden challenges that often lurk beneath the surface of an organization, which if not handled properly can cause future problems - this program helped me think about different ways to tackle the gray areas.”

Dr. Basmah Omair

Founder and CEO, Behavioral Management Consulting

Forward: Boosting the careers of young professionals

Forward is a virtual learning program developed specifically to equip young professionals with less than 5 years of experience across different industries and functions with the critical skills they need to thrive in the future of work.

The program seeks to equip early career professionals, who are either self-employed or currently working with an NGO or SME, with skills to be better leaders, conquer complex business challenges, and navigate new ways of work in the digital world.

We piloted the program in Turkey, Azerbaijan, MENA and Africa in 2020 and early 2021 and will launch it across Middle East & Pakistan in late 2021.

We invite local non-profits with a mission to upskill and empower youth to join “The Forward Movement” by contacting us to discuss potential collaborations.

“Why has no one ever taught me this stuff before? This is a great program that teaches you simple yet effective, crucial skills.”

Rakan
Forward participant from Lebanon

02

Upskill

Creating a more capable workforce

We aim to expand employment opportunities by equipping students and professionals with the tools needed to thrive in the workplace. Through the following three focus areas, we're helping the next generation of leaders build skills.

Virtual training

Edad is a 2-day program designed for senior students to get exposure to on-the-job consulting experience. Participants have access to different critical skill-building programs that prepare them for the workforce, including interview preparation, effective communications, and problem solving essentials. To commemorate edad's tenth anniversary, we hosted our first-ever 100-woman edad virtual career-readiness program. The edad program guarantees an interview spot for a full-time role at McKinsey; approximately 50 percent of edad graduates end up applying to the firm.

In Saudi Arabia, about 3,000 university students and young professionals with up to three years of work experience participated in our three-month Qiyada virtual program. The online program was created in 2020 to offer students and young professionals an opportunity to continue in their learning journeys despite the pandemic. Participants had the opportunity to learn how to communicate effectively, understand the importance of agility, and use data in business decision making.

"Little did I know that the edad program would have such a profound impact on shaping my future - the women in this program will change our region and the world."

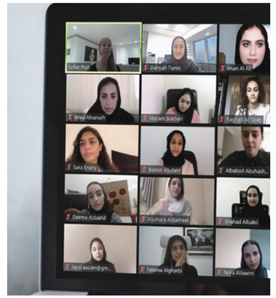
Noor AlHammad
Participant in edad's first-ever woman-only program

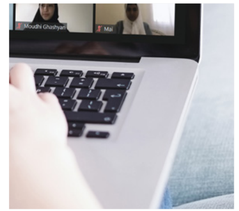
We teamed up with INJAZ Al-Arab, the regional operating center of Junior Achievement Worldwide, to reach 5 million youth in next five years by digitizing their operations and models.

With the local chapters of INJAZ in Egypt, Kuwait, and UAE, our colleagues are facilitating workshops for students on entrepreneurship, investing, personal finance, career guidance, and financial literacy to help bridge the skills gap between traditional education and employment opportunities.

We worked with CIRCLE to set up a best-in-class tech school for women in Pakistan by partnering with leading tech schools globally for curriculum creation, global donor-organization fundraising, and employer job placement.

Through partnerships with several nonprofits in Saudi Arabia, we offered training sessions to NGO employees on how to better serve different communities in the country: Bunyan supports underprivileged women, Arees Foundation runs an orphanage, and Alnahda runs an information hub that supports female empowerment.





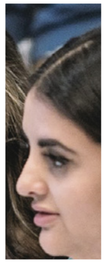
Mentoring

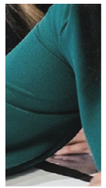
Through the Abdullah Al Ghurair Foundation for Education (AGFE), our colleagues in the Middle East participated in mentorship programs and delivered workshops on financial literacy, problem solving, and effective communication to hundreds of Arab scholars aged 18-25.

Young female professionals received coaching in finance through the Dubai International Finance Centre (DIFC) Accelerate Her program.

“It was an amazing experience that I know will help lead to more career opportunities!”

Hala E. Mohamed
AGFE scholar based in Cairo, Egypt





Startup support

This year, our Fuel Ignition clubs, aided by more than 80 colleagues in the UAE, helped several regional start-ups navigate the unique challenges they each face.

— We helped a fast-growing robo-advisory company explore a new market by understanding the competition and what customers desire. The toolkit we built with their team will serve as the basis for their market-entry strategy.

— We helped a digital-payments start-up design its market-expansion strategy by understanding the e-commerce and payments landscape and developing a framework to identify and prioritize new markets. We also assisted in creating a pricing strategy to target its customer base.

— We supported a natural-hair-extensions start-up with its distribution model and market entry strategy by defining the specific value added by their products. Our involvement included pinpointing where they could expand in new markets, customer segmentation, and relevant distribution channels.

— We engaged with a telemedicine start-up to define its strategic direction amid a disrupted telehealth environment and to help achieve better healthcare outcomes for patients.

In Saudi Arabia, we are supporting a burgeoning start-up ecosystem, working alongside local start-ups to help assess business plans, problem solve key challenges, and think about scaling their impact. As one example, our colleagues in Riyadh helped work with a gig-economy start-up to refine its operating model, completely rethinking a customer-centric approach that puts clients on both the supply and demand sides of their model and experience.

“We are helping start-ups with their key strategic problems. Supporting a private sector ecosystem is one way to help create opportunities for people in this region.”

Hana Dib
Associate Partner, McKinsey & Company

03

Serve

Being there for our communities

We help others in times of need. Through our efforts, we have been able to contribute to causes that aim to alleviate poverty and hunger and address challenges related to COVID-19.

McKinsey provided emergency relief efforts in Beirut through financial contributions to the Lebanese Red Cross and on-the-ground support. These efforts included preparing home-cooked meals and food packages to be distributed to thousands of families.

In partnership with Mohammed Bin Rashid Global Initiatives, we delivered 14 million meals in the UAE to those most affected by COVID-19 during Ramadan and designed a regionwide initiative and digital platform to feed people in need through an ecosystem of donors and partners.

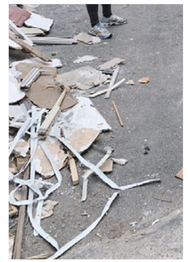
We supported frontline healthcare workers through the #TogetherWeAreGood program by Ma'an Authority at Sheikh Khalifa Medical City. This effort takes care of COVID-19 frontliners in Abu Dhabi by offering pro bono mindfulness coaching sessions and renewal workshops.

Our colleagues collaborated with the Qatar-based Education Above All Foundation to expand its reach and enable hundreds of thousands of disadvantaged students across multiple countries to use a free online bank of educational projects to help children facing COVID-related learning disruptions.

McKinsey organized a campaign called "Khair" (which means "goodwill" in Arabic) to donate money to more than ten NGOs across the region that focus on delivering critical COVID-related support.

"When we arrived to deliver the packages, it was a difficult moment to see families in despair. But when I looked around and saw the number of volunteers helping, it really gave me hope and made me feel very proud."

Rima Assi
Senior Partner, McKinsey & Company



04

Support

Aiding the ongoing refugee crisis

As one of the largest humanitarian crises of our time continues to ripple through the region, we're mobilizing to help rebuild the refugee community.

Our continued work with the International Rescue Committee focuses on helping them improve the livelihoods of more than two million refugees in the Middle East.

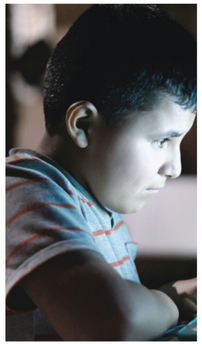
Through the Alsama Project, which seeks to empower women and children in refugee camps in Lebanon, we established partnerships with English-language schools to create distance-learning opportunities for refugee children.

We have also continued our work to improve education opportunities for some of the 500,000 Syrian children who are refugees in Lebanon. In close collaboration with NGOs like Alsama and the Sawiri school, in both Beirut and the Bekaa Valley, we have developed a program to improve the classroom experience and education outcomes in refugee camps – from curriculum development, to teacher training, and broader school governance. We saw major improvements in the quality of the lessons, the level of interactivity and inclusiveness in large classrooms, and the clarity and accountability among leadership of the schools.

We worked with the nonprofit CodeBrave to help underprivileged youth in Lebanon build coding and robotics skills.

"There is still a long way to cross before saying that we have fully mastered the art of teaching less privileged communities of refugees. There is still much to do, but with the aid we got from McKinsey, we were placed on the right track. We are more organized, more systematic, more efficient, and most importantly, we focus on impact – tracking what we do and adjusting along the way."

Zeina Farhat
English Language coordinator
Pilot program in Bekaa Valley, Lebanon



As we look forward, we are excited to build on the important lessons and experiences of this unforgettable year. Young people are hungry for opportunities, and a more virtual world creates greater opportunities for scale. We look forward to continuing to serve our clients and our communities. Together, we can ensure a brighter future for youth in the region. Their success matters to the world.

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